



Canadian  
Heritage

Patrimoine  
canadien

Canada



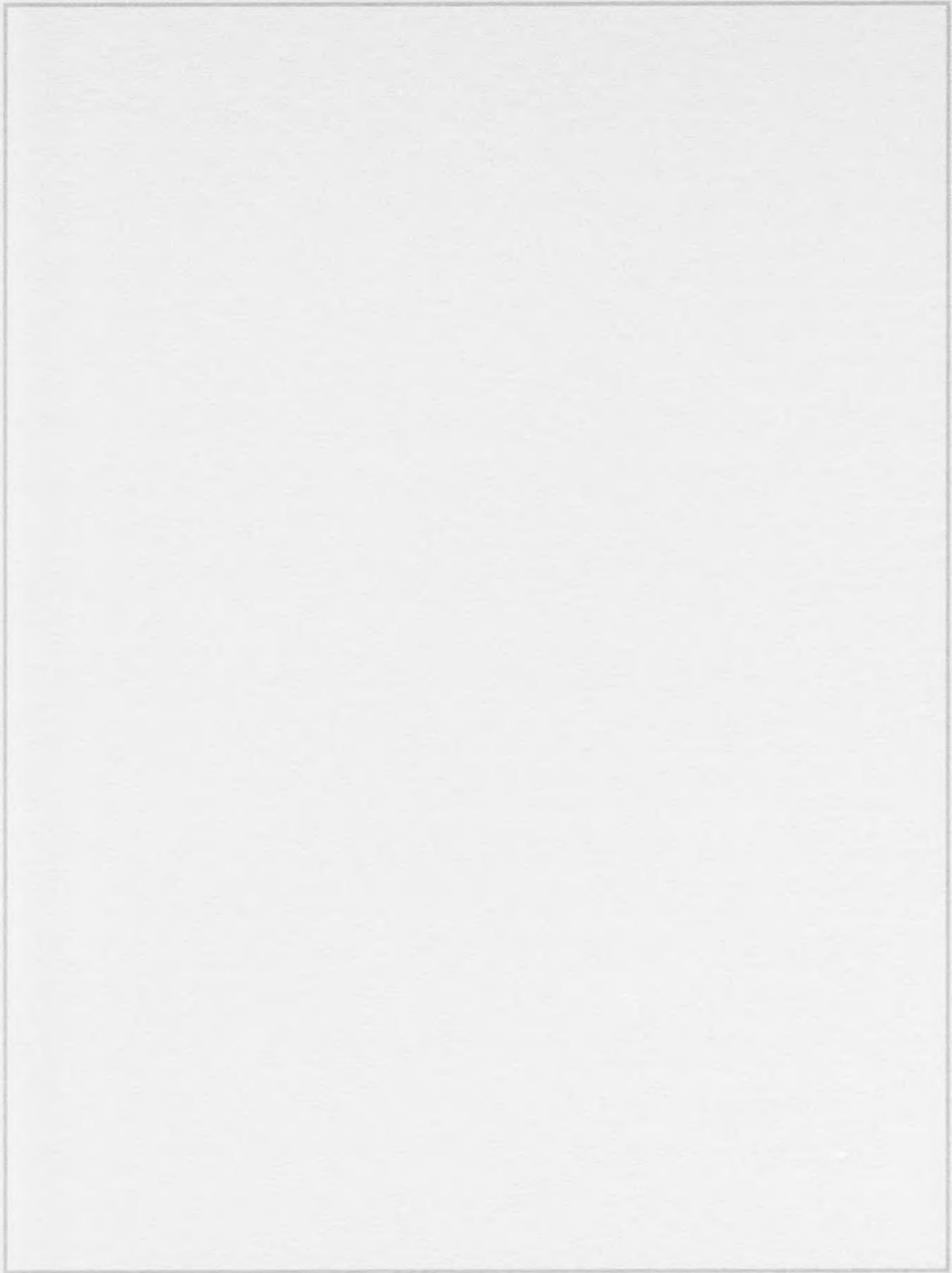
## Canadian Heritage 2011–12

### Departmental Sustainable Development Strategy Report

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## SECTION I – Federal Sustainable Development Strategy



### Federal Sustainable Development Strategy

The 2008 *Federal Sustainable Development Act* requires the Government of Canada to develop a Federal Sustainable Development Strategy (FSDS)<sup>1</sup> and to update it every three years. The Strategy includes federal sustainable development goals and targets as well as implementation strategies for meeting each target. The government will report every three years on progress toward achieving the goals and targets established in the Strategy.

The FSDS establishes a framework for sustainable development planning and reporting with three key elements:

- An integrated, whole-of-government picture of actions and results to achieve environmental sustainability;
- A link between sustainable development planning and reporting and the Government's core expenditure planning and reporting system; and,
- Effective measurement, monitoring and reporting in order to track and report on progress to Canadians.

The FSDS brings together goals, targets and implementation strategies which have been created through the normal course of government decision-making. The FSDS itself does not establish new goals and targets, with the exception of those for Greening Government Operations (GGO), rather it makes the outcomes of decision-making more transparent.

Goals, targets, and implementation strategies are organized under four priority themes:

- I. Addressing climate change and clean air,
- II. Maintaining water quality and availability,
- III. Protecting nature, and
- IV. Shrinking the environmental footprint - Beginning with government.

The FSDS focuses on environmental sustainability as a first step in integrating environmental concerns with economic and social considerations and sets in motion a process that will over time improve the way in which environmental, economic and social issues are considered.

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<sup>1</sup> The whole FSDS is available on the Environment Canada website at: <http://www.ec.gc.ca/dd-sd/default.asp?lang=Fn&n=F93CD795-1>

The FSDS will be updated every three years to report on what measures have been taken to address sustainable development, and which priorities remain to be addressed.

Public consultation has guided the FSDS throughout its development. In June 2010, the Commissioner of the Environment and Sustainable Development made the following comment on the draft strategy:

*"For the first time, the federal government has produced a draft strategy that proposes a single or overarching set of goals for the entire government. An overarching strategy is welcome both to help set Canada on a sustainable development pathway and to ensure policy coherence.<sup>2</sup>*

The final FSDS,

- links sustainable development to the Government's planning and reporting processes through the Expenditure Management System (EMS);
- uses environmental indicators to measure and report on progress of the FSDS;
- uses SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria to establish the targets in the FSDS;
- outlines the government's commitment to strengthen the application of strategic environmental assessments (SEAs). This will improve the consideration of environmental concerns when making economic or social decisions by applying the FSDS goals and targets when undertaking SEAs, reporting on the results of SEAs in *Departmental Performance Reports (DPR)*, and describing the contribution of a proposal to the achievement of the FSDS goals and targets in the SEA public statements.

The FSDS goals, targets and implementation strategies give a detailed description of federal government activities under each heading, so for the first time it is possible to see all activities in one place. The first Progress Report on the Federal Sustainable Development Strategy 2010-13 published on June 16, 2011 is available on Environment Canada's website at:  
<http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=917F8B09-1>.

The information provided on this website is supported by the 2012 FSDS Progress Report and outlines departmental FSDS implementation strategies and corresponding performance information applicable over the intermediate and immediate timeframe.

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<sup>2</sup> Commissioner on the Environment and Sustainable development (CESD) comments on the Draft Federal Sustainable Development Strategy, June 7, 2010 [http://www.oag-bvg.gc.ca/internet/English/cesd\\_fs\\_e\\_33888.html](http://www.oag-bvg.gc.ca/internet/English/cesd_fs_e_33888.html)

## 2010 Federal Sustainable Development Strategy

### Theme IV: Shrinking the Environmental Footprint – Beginning with Government- Greening of Government Operations (GGO)

The Government of Canada has a significant operational presence across the country, with more than 40,000 buildings owned or leased, more than 30,000 on-road vehicles, and 260,000 employees across Canada. As a result, the Government of Canada is itself a major consumer of natural resources and a producer of air emissions and waste products which have a significant impact on the environment. As custodian, fleet manager, procurer of goods and services, and employer, the Government has demonstrated a commitment to do its part to reduce the impact of its operations and leadership with regard to greening operations.

The Government of Canada is committed to improving the environmental performance of its own operations. With this in mind, the federal government has developed new targets in the areas of green buildings, greenhouse gas emissions, electronic waste, printing units, paper consumption, green meetings, and green procurement. Public Works and Government Services Canada will continue to provide technical support to departments in greening their operations.

#### GGO Theme IV: What applies to Canadian Heritage?

Responsibility for Greening Government Operations Targets					
Departments and Agencies <sup>1</sup>	Green Buildings	Green Procurement	E-waste, Printing Units, Paper Consumption Green Meetings	GHG** emissions from buildings and fleet	GHG emissions from fleet only
Canadian Heritage	No *	Yes	Yes	No	No

\* For explanations concerning Green Buildings, please see Section IV of this Report.

\*\*Legend: GHG: Green House Gas

Source: Extract from Canada, *FSDS, Annex 4: Theme IV, Shrinking the Environmental Footprint - Beginning with Government, Goal: Greening Government Operations, Minimize the environmental footprint of government operations, Figure 6.* (<http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=D39CB7AC-1>)

## SECTION II – Departmental Overview of Canadian Heritage and Vision for Sustainable Development



### Previous Canadian Heritage's Sustainable Development Strategies

Previous Departmental Sustainable Development Strategies were implemented in 1997-00, 2000-03, 2003-06 and 2007-09. Canadian Heritage's fourth *Sustainable Development Strategy (SDS 2007-09)*<sup>3</sup> focused on ensuring that the environmental impacts of its decisions were understood, weighed and appropriately addressed. The *2007-09 Strategy* made its first priority to institute effective governance structures and management measures. Results—whether in improvements to operational practices or increased capacity to undertake strategic environmental assessments of programs and policies—were reported in previous *Departmental Performance Reports*.<sup>4</sup>

*2007-09 SDS* advanced earlier departmental sustainable development strategies in the area of the greening of operations and the integration of environmental considerations in program and policy areas. Actions in *2007-09 SDS* contributed to a focused set of federal government-wide goals.

### Raison d'être of the Department of Canadian Heritage

The Department of Canadian Heritage and Canada's major national cultural institutions play a vital role in the cultural, civic and economic life of Canadians. We work together to support culture, arts, heritage, official languages, citizenship and participation, Aboriginal, youth and sport initiatives.

<sup>3</sup> The 2007-09 SDS is available at: <http://www.pch.gc.ca/pc-ch/publictn/sdd-sds/index-eng.cfm>.

<sup>4</sup> Canada, Treasury Board of Canada Secretariat, Estimates: <http://www.tbs-sct.gc.ca/est-pre/index-eng.asp>.

## Summary of Performance

### 2011-12 Financial Resources (\$ millions)

Planned Spending	Total Authorities	Actual Spending
1,186.6	1,343.3	1,308.5

### 2011-12 Human Resources (full-time equivalents)

Planned	Actual	Difference
1,752.8	1,951.3	-198.5

# Contribution to the Federal Sustainable Development Strategy (FSDS)

The *Federal Sustainable Development Strategy (FSDS)* outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. Canadian Heritage ensures that consideration of these outcomes is an integral part of its decision-making processes. Canadian Heritage contributes to the following FSDS theme:



## Theme IV

Shrinking the Environmental Footprint -  
Beginning with Government

## Overall Responsibilities of Canadian Heritage

The Department of Canadian Heritage is responsible for policies and the delivery of programs that help all Canadians participate in their shared cultural and civic life. The Department's legislative mandate is set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage and Official Languages is responsible, representing a wide-ranging list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage."

The Department oversees the administration of numerous laws, notably: the *Broadcasting Act*, the *Copyright Act* and the *Investment Canada Act* (the latter two acts are shared with Industry Canada), the *Official Languages Act* (Part VII), the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act*, and the *Physical Activity and Sport Act* (shared with Health Canada).

The Department of Canadian Heritage is specifically responsible for formulating and implementing cultural policies related to copyright, foreign investment and broadcasting, as well as policies related to arts, culture, heritage, official languages, sport, state ceremonial and protocol, and Canadian symbols. The Department's main program activities are the funding of community and third-party organizations to promote the benefits of culture, identity, and sport for Canadians.

The Minister of Canadian Heritage and Official Languages is accountable to Parliament for the Department and the 19 organizations that make up the *Canadian Heritage Portfolio*.

## Strategic Outcomes

The Department's activities are structured around three strategic outcomes. The details on these strategic outcomes are in the Canadian Heritage's *Departmental Performance Report 2011-12* (<http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm>).

- **Strategic Outcome 1: Canadian artistic expressions and cultural content are created and accessible at home and abroad**

This strategic outcome speaks to the importance placed by the Government of Canada on the continuing existence and public availability of Canadian cultural products, artistic work by Canadian creators and performers, and Canada's tangible and intangible cultural heritage. It is underpinned by a series of assumptions: 1) that Canadians have a right to access this material readily in their domestic market, for reasons of identity and cultural sovereignty; 2) that special measures are required to ensure this access, given the proximity, economies of scale, and ready supply of American cultural production and exports; and 3) that international promotion of Canadian cultural expressions and heritage provides measurable economic benefits to Canada, by strengthening the growth of creative industries and a knowledge economy, attracting creative talent and tourism, fostering trade and investment, and branding Canada throughout the world as a dynamic, confident, forward-looking society.

- **Strategic Outcome 2: Canadians share, express and appreciate their Canadian identity**

This strategic outcome recognizes that Canadians, as members of communities and society, need to enhance their understanding of their country, its basic shared values and its symbols, and to come together and celebrate their contributions to Canadian society, and to express, appreciate and share in their Canadian identity.

This outcome supports strengthening Canadian identity through active and engaged citizenship, and recognition of the importance of linguistic duality and Aboriginal peoples to our identity.

The outcome asserts that Canadian identity arises out of knowledge of shared Canadian values, (such as freedom and human rights), Canadian political and social history, the conduct and importance of national ceremonial activities, and active and inclusive participation of citizens in the civic and cultural life of Canadian communities, which include opportunities for shared celebration and commemoration and pride in and attachment to Canada.

The outcome implies a collective civic identity based on shared democratic values underscored by the recognition that Canada is strengthened by French- and English-language communities, Aboriginal communities, and its broader pluralistic communities.

- **Strategic Outcome 3: Canadians participate and excel in sport**

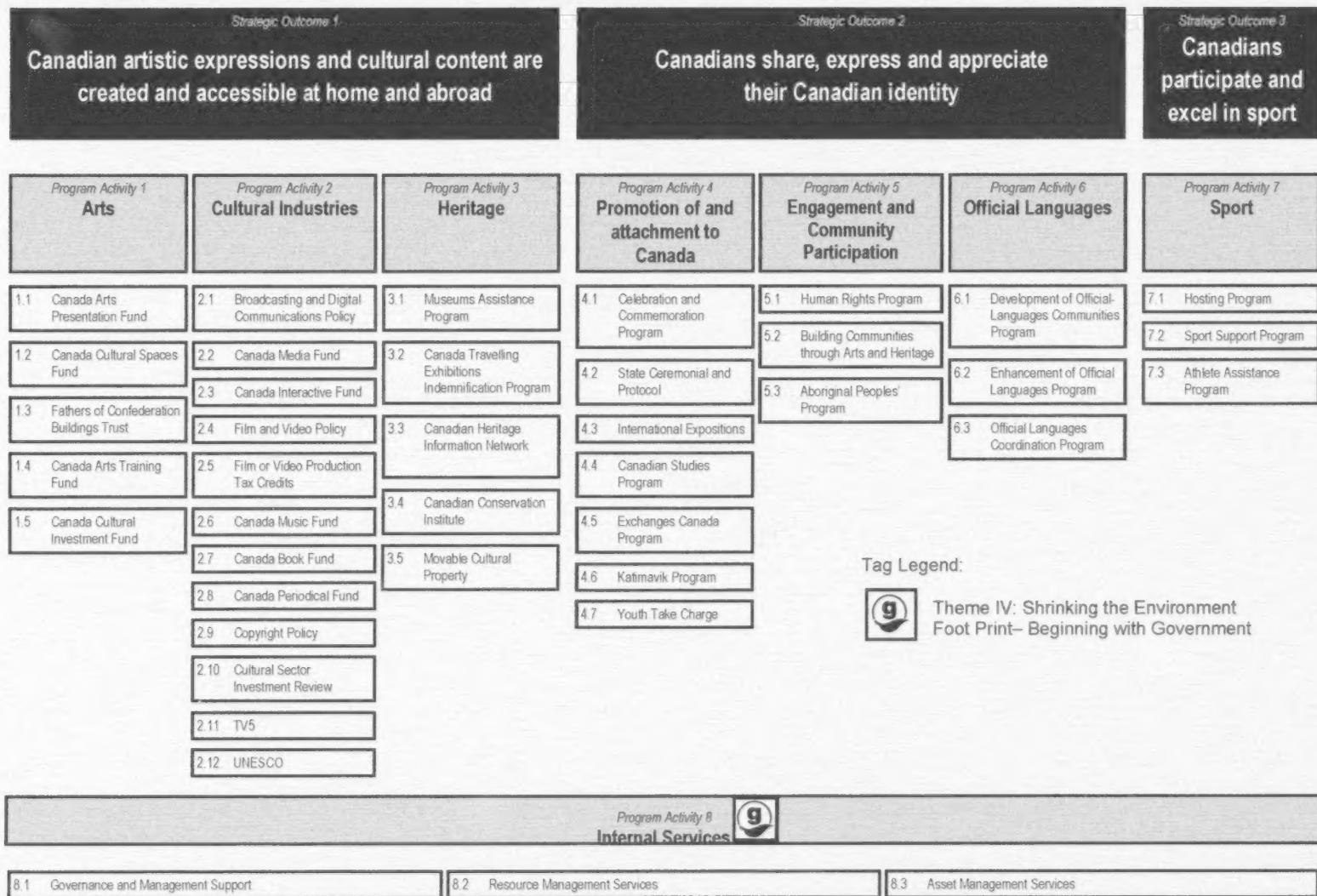
This outcome speaks to the beneficial effects of sport participation on the health and well-being of individuals, and on the cohesion of communities. To this end, it portrays a spectrum of sport participation from playground to podium, and recognizes the inspirational value of sporting excellence in Canadian life, as well as the regard in which world-class Canadian athletes are held at home and abroad. It asserts the importance of sport to the Canadian identity. It also speaks to the importance of the sport system at all levels, enabling sport participation among Canadians and, at the same time, fostering the development of high-performance athletes, coaches, and officials. This system includes national sport organizations and sport facilities throughout the country, and contributes directly to the capacity of Canadian communities to host international sport events that can be expected to further enhance Canada's sport system and international sporting reputation.

## Program Activity Architecture (PAA)

The Program Activity Architecture (PAA) illustrates how the Department's programs and activities are linked and how their expected results are organized in order to achieve the Department's strategic outcomes and mandate. A Performance Measurement Framework (PMF) has been developed to serve as an objective basis for collecting information related to the intended results of the Department's programs. The 2011-12 Departmental Performance Report is based on the PAA and the expected results and performance indicators identified in the PMF.

Theme IV of FSDS is included in Program Activity 8 (Internal Services) of Canadian Heritage's Program Activity Architecture.

## 2011-12 Program Activity Architecture



## Departmental Vision for the Sustainable Development Strategy

The vision of the Department of Canadian Heritage, for its fifth Sustainable Development Strategy, is built on the *Federal Sustainable Development Act* (2008) and on the *Federal Sustainable Development Strategy* (FSDS) (October 2010).

Canadian Heritage aims to contribute to the achievement of the highest level of sustainable development as a means to fulfilling its mandate.

Canadian Heritage will:

- integrate sustainable development in operational planning and governance structures;<sup>5</sup>
- contribute to sustainable development within the legislative mandate of the Department as set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage is responsible, which offers an extensive but not exhaustive list of responsibilities for the Minister under the heading of “Canadian identity and values, cultural development, and heritage.”<sup>6</sup>
- contribute to the Federal Sustainable Development Strategy by improving the environmental impacts of its internal operations (GGO activities)<sup>7</sup> The Department will continue to change its way to operate its activities by ensuring that specific, measurable, attainable, relevant and time bound goals for greening Government operations are developed and met.

Canadian Heritage aims to achieve the following seven areas and goals of Theme 4 (GGO):

- a. **Green Buildings: Only one target applies to Canadian Conservation Institute (CCI) Building:** As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000m<sup>2</sup>, where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool.
- b. **Disposal of Electronic and Electric Waste:** By March 31, 2014, Canadian Heritage will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.

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<sup>5</sup> This relates to Section 5 of *Federal Sustainable Development Act* (FSDA)

<sup>6</sup> This relates to Section 11 of the FSDA.

<sup>7</sup> This relates to Section 11 of the FSDA.

- c. **Manage Printing:** By March 31, 2013, Canadian Heritage will achieve an 8:1 average ratio of office employees to printing units. The Department will apply target where building occupancy levels, security considerations, and space configuration allow.
- d. **Reduce Paper Consumption:** By March 31, 2014, Canadian Heritage will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-06 and 2011-12, and applicable scope.
- e. **Green Meetings:** By March 31, 2012, Canadian Heritage will adopt a guide for greening meetings.
- f. **Green Procurement:** As of April 1, 2011, Canadian Heritage will establish at least 3 SMART green procurement targets to reduce environmental impacts.
  - (i) By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers;
  - (ii) By March 31, 2014, 80% of Information Technology (IT) Hardware purchases will have at least one environmental attribute (e.g., energy star);
  - (iii) As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content.
- g. **Training, Employee Performance Evaluations, and Management Processes and Controls:** As of April 1, 2011, Canadian Heritage will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision-making.
  - (i) Training for select employees;
  - (ii) Employee performance evaluations for managers and functional heads of procurement and materiel management;
  - (iii) Management and controls.

The Department of Canadian Heritage will also continue to work with other federal departments and agencies to develop future Sustainable Development Strategies that will incrementally develop the environmental, social and economic pillars of sustainable development.

## SECTION III – Departmental Practices Related to Decision-Making and Sustainable Development



### Departmental organization for the Sustainable Development Strategy

In the Department of Canadian Heritage, the Sustainable Development Strategy (SDS) is under Program Activity 8: Internal Services, as only Theme 4 of the Federal Sustainable Development Strategy applies to Canadian Heritage. The SDS has been implemented within existing resources.

**Internal Services** are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization, and not to those provided specifically to a program.

Among these areas, specific branches contribute to the development of the SDS:

- Human Resources Management Services;
- Information Technology Services;
- Real Property Services (especially for the Canadian Conservation Institute);
- Materiel Services;
- Acquisition Services;
- Legal Services.

**Program Activity 8 (Internal Services): Financial Resources and Human Resources 2011-12**

**2011-12 Financial Resources (\$ millions)**

Planned Spending	Total Authorities	Actual Spending
92.3	113.2	113.7

**2011-12 Human Resources (FTEs)**

Planned	Actual	Difference
904.6	950.1	-45.5

## Departmental Working Group on Sustainable Development

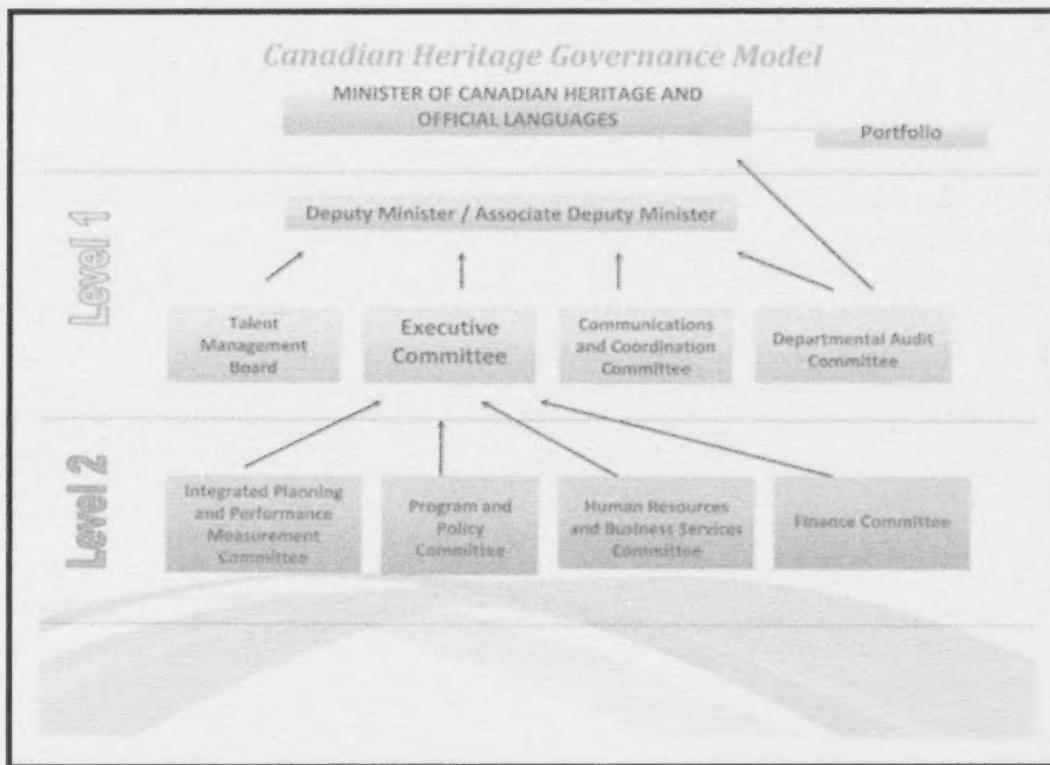
The Canadian Heritage Working Group on Sustainable Development (specialists and Directors General) is implementing the Canadian Heritage Sustainable Development Strategy. Senior level approval is done through the *Report on Plans and Priorities* (RPP) and the *Departmental Performance Report* (DPR) approval processes (See the chart of the Department Governance Structure).

The Working Group is chaired by the Director General, Strategic Policy, Planning and Research (within the Strategic Policy, Planning and Corporate Affairs Sector).

The main partners of the Departmental Working Group for SDS are:

- Contracting and Material Management Directorate (within Financial Management Branch).
- Facilities Management Directorate (within Human Resources Workplace Management Branch).
- Corporate Services and Real Property, Canadian Conservation Institute (within Citizenship and Heritage Sector).
- Strategic Planning, Policy and Performance Directorate (within the Chief Information Officer Branch, Strategic Policy, Planning and Corporate Affairs Sector).
- Strategic Policy, Planning and Research Branch, (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Cabinet Affairs Directorate (within Strategic Policy, Planning and Research Branch, (for Strategic Environmental Assessments implementation) (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Legal Services.
- Regional offices.

## Canadian Heritage Governance Structure



## Strategic Environmental Assessments Planned Highlights and Commitments

As per the *2004 Cabinet Directive on Strategic Environmental Assessment* and its *2010 Guidelines*, the Department has reviewed its process, and a new guide and a questionnaire/checklist have been drafted and are now in the approval process. Once approved and implemented, the questionnaire/checklist will be included at the development phase of all Memoranda to Cabinet (MC) and/or Treasury Board submissions.

This process will ensure that environmental considerations have been incorporated into the development of any new or renewed policy, plan or program initiatives. All will have been subject to the SEA initial checklist, and where applicable a preliminary scan or a detailed analysis will have been completed.

## Summary of the performance of departmental implementation strategy

In compliance with the FSDS tabled in October 2010, Canadian Heritage has implemented measures that demonstrate its commitment to sustainable development. For example, during 2011-12, Canadian Heritage began to reduce the ratio of printing units to departmental office employees and the removal of surplus units has already begun. The Department has adapted Environment Canada's Green Meetings Guide and is working to raise awareness among employees and is promoting ways of minimizing environmental impacts.

## SECTION IV – Implementation Strategies for Sustainable Development, Theme IV: Shrinking the Environmental Footprint - Beginning with Government



### Introduction

This Section reproduces the online table on Greening of Government Operations (GGO) which is part of the Canadian Heritage's *2011-12 Departmental Performance Report* (available on the Canadian Heritage website at <http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm> and on the Treasury Board of Canada Secretariat website at <http://www.tbs-sct.gc.ca/est-pre/index-eng.asp>)

The entire GGO table is a requirement whose content and format are prescribed by the Treasury Board of Canada Secretariat in its *Supplementary Information Tables, 2011-12 Departmental Performance Report*. Even if some tables do not apply to Canadian Heritage, we are obliged to include them in the document.

### Greening Government Operations

#### Overview

*The Greening Government Operations (GGO) supplementary table applies to departments and agencies bound by the Federal Sustainable Development Act, the Policy on Green Procurement, or the Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events.*

#### Notes:

- RPP refers to the Report on Plans and Priorities and represents planned or expected results.
- DPR refers to the Departmental Performance Report and represents actual results.
- Departments refers to departments and agencies.
- FY refers to fiscal year.

## Green Building Targets

**8.1 As of April 1, 2012, and pursuant to departmental strategic frameworks, new construction and build-to-lease projects, and major renovation projects, will achieve an industry-recognized level of high environmental performance.<sup>1</sup>**

Performance Measure	RPP	DPR
Target Status	Achieved	
Number of completed new construction, build-to-lease, and major renovation projects in the given fiscal year, according to the departmental strategic framework. <i>(Optional in FY 2011-12)</i>	N/A	N/A
Number of completed new construction, build-to-lease, and major renovation projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, according to the departmental strategic framework. <i>(Optional in FY 2011-12)</i>	N/A	N/A
Existence of a strategic framework. <i>(Optional for RPP 2011-12)</i>	No, expected completion date March 2012	Yes

### Strategies and/or Comments

- i. Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1 2011, Canadian Heritage directly operates two building of the Canadian Conservation Institute.<sup>2</sup> Therefore, Canadian Heritage has developed a strategic framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

**8.2 As of April 1, 2012, and pursuant to departmental strategic frameworks, existing crown buildings over 1000 m<sup>2</sup> will be assessed for environmental performance using an industry-recognized assessment tool.<sup>3</sup>**

Performance Measure	RPP	DPR
Target Status	Achieved	
Number of buildings over 1000 m <sup>2</sup> , according to the departmental strategic framework. <i>[Optional in FY 2011-12]</i>	1	1
Percentage of buildings over 1000 m <sup>2</sup> that have been assessed using an industry-recognized assessment tool, according to the departmental strategic framework. <i>[Optional in FY 2011-12]</i>	0%	
	FY 2011-12	
	FY 2012-13	100%
	FY 2013-14	100%
Existence of a strategic framework. <i>(Optional for RPP 2011-12)</i>	No, expected completion date March 2012	Yes

#### **Strategies and/or Comments**

- i. Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1 2011, Canadian Heritage directly operates two building of the Canadian Conservation Institute.<sup>2</sup> Therefore, Canadian Heritage has developed a strategic framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

**8.3 As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000 m<sup>2</sup>, where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool.<sup>4</sup>**

Performance Measure	RPP	DPR
Target Status	Achieved	
Number of completed lease and lease renewal projects over 1000 m <sup>2</sup> in the given fiscal year, according to the departmental strategic framework. <i>(Optional in FY 2011-12)</i>	N/A	N/A
Number of completed lease and lease renewal projects over 1000 m <sup>2</sup> that were assessed using an industry-recognized assessment tool in the given fiscal year, according to the departmental strategic framework. <i>(Optional in FY 2011-12)</i>	N/A	N/A
Existence of a strategic framework. <i>(Optional for RPP 2011-12)</i>	No, Expected completion date March 2012	Yes

#### Strategies and/or Comments

- i. Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1 2011, Canadian Heritage directly operates two buildings of the Canadian Conservation Institute.<sup>2</sup> Therefore, Canadian Heritage has developed a strategic framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

**8.4 As of April 1, 2012, and pursuant to departmental strategic frameworks, fit-up and refit projects will achieve an industry-recognized level of high environmental performance.<sup>5</sup>**

Performance Measure	RPP	DPR
Target Status	Achieved	
Number of completed fit-up and refit projects in the given fiscal year, according to the departmental strategic framework. <i>(Optional in FY 2011-12)</i>	N/A	N/A
Number of completed fit-up and refit projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, according to the departmental strategic framework. <i>(Optional in FY 2011-12)</i>	N/A	N/A
Existence of a strategic framework. <i>(Optional for RPP 2011-12)</i>	No, expected completion date March 2012	No, expected completion date March 2012

**Strategies and/or Comments**

- i. Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1 2011, Canadian Heritage directly operates two building of the Canadian Conservation Institute.<sup>2</sup> Therefore, Canadian Heritage has developed a strategic framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

## Greenhouse Gas Emissions Target

**8.5 The federal government will take action now to reduce levels of greenhouse gas (GHG) emissions from its operations to match the national target of 17% below 2005 by 2020.**

Performance Measure	RPP	DPR
Target Status		
Departmental GHG reduction target: Percentage of absolute reduction in GHG emissions by FY 2020-21, relative to FY 2005-06.		
Departmental GHG emissions in FY 2005-06, in kilotonnes of CO <sub>2</sub> equivalent.		
Departmental GHG emissions in the given fiscal year, in kilotonnes of CO <sub>2</sub> equivalent.	FY 2011-12	
	FY 2012-13	
	FY 2013-14	
	FY 2014-15	
	FY 2015-16	
	FY 2016-17	
	FY 2017-18	
	FY 2018-19	
	FY 2019-20	

	FY 2020-21		
Change in departmental GHG emissions from FY 2005-06 to the end of the given fiscal year, expressed as a percentage.	FY 2011-12		
	FY 2012-13		
	FY 2013-14		
	FY 2014-15		
	FY 2015-16		
	FY 2016-17		
	FY 2017-18		
	FY 2018-19		
	FY 2019-20		
	FY 2020-21		
Existence of an implementation plan to reduce GHG emissions.			

#### Strategies and/or Comments

## Surplus Electronic and Electrical Equipment Target

**8.6 By March 31, 2014, each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.**

Performance Measure	RPP	DPR
Target Status	Exceeded	
Existence of an implementation plan for the disposal of all departmentally generated EEE. <i>(Optional for RPP 2011-12)</i>	Yes	Yes
Total number of departmental locations with an EEE implementation plan fully implemented, expressed as a percentage of all locations, by the end of the given fiscal year.	FY 2011-12 FY 2012-13 FY 2013-14	17% 67%

### Strategies and/or Comments

- i. Out of six regions, four have fully implemented EEE practices. Canadian Heritage will continue working with them to ensure a continuation of such practices and will work with remaining regions to ensure EEE practices are implemented by targeted date.

## Printing Unit Reduction Target

**8.7 By March 31, 2013, each department will achieve an 8:1 average ratio of office employees to printing units. Departments will apply the target where building occupancy levels, security considerations, and space configuration allow.**

Performance Measure	RPP	DPR
Target Status	On Track	
Ratio of departmental office employees to printing units in fiscal year 2010–11, where building occupancy levels, security considerations and space configuration allow. <i>(Optional)</i>	N/A	N/A
Ratio of departmental office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space configuration allow.	FY 2011–12	N/A
	FY 2012–13	
	FY 2013–14	

### Strategies and/or Comments

- i. \*Canadian Heritage has defined printing units as being representative of desktop printers, network printers and multi-functional devices.
- ii. A list of specific exemptions has been identified and approved by the Finance Committee in the application of the reductions to reach the 8:1 ratio. All request for exemptions are reviewed to ensure adequate use and compliance with the approved exemptions.
- iii. Communications are taking place throughout the department, including with regional offices, to ensure a successful implementation.

## Paper Consumption Target

**8.8 By March 31, 2014, each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-06 and 2011-12, and an applicable scope.**

Performance Measure	RPP	DPR
Target Status		On Track
Number of sheets of internal office paper purchased or consumed per office employee in the selected baseline year, according to the departmental scope. <i>(Optional for RPP 2011-12)</i>	N/A	6415.45 Sheets/OE
Cumulative reduction (or increase) in paper consumption, expressed as a percentage, relative to the selected baseline year. <i>(Optional for RPP 2011-12)</i>	FY 2011-12	N/A
	FY 2012-13	
	FY 2013-14	

### Strategies and/or Comments

- i. Canadian Heritage will base its usage calculations on the amount of paper purchased, divided by the amount of employees reported in the RPP.
- ii. Since Canadian Heritage had undertaken multiple high visibility projects in recent years, it was decided that paper consumption evaluations would be done using the Fiscal Year 2011-2012 as its baseline. Future year consumptions will therefore be evaluated against this year's figures.

## Green Meetings Target

**8.9 By March 31, 2012, each department will adopt a guide for greening meetings.**

Performance Measure	RPP	DPR
Target Status	Achieved	
Presence of a green meetings guide. <i>(Optional for RPP 2011-12)</i>	No, will be developed by March 31, 2012	Yes

### Strategies and/or Comments

- i. The Department has adapted Environment Canada's Green Meeting Guide, and will promote this guide to all departmental employees to raise awareness and assist them in minimizing environmental impacts by identifying ways in which they can contribute to sustainable development in carrying out their day-to-day business.
- ii. Our Human Resources and Workplace Management Branch is responsible for creating a strategy to implement the guide and for monitoring its use.

## Green Procurement Targets

**8.10 As of April 1, 2011, each department will establish at least three SMART green procurement targets to reduce environmental impacts.**

**1. By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers.**

Performance Measure	RPP	DPR
Target Status		Exceeded
Percentage of furniture purchased through PWGSC green standing offers, relative to all furniture purchases in the given fiscal year.	N/A	99%
Progress against performance measure in the given fiscal year.	N/A	99%

### Strategies and/or Comments

- i. Canadian Heritage has purchased almost exclusively furniture that is part of PWGSC Green Standing Offers.
- ii. Data was obtained through targeted searches in the Integrated Financial and Materiel System.

**2. By March 31, 2014, 80% of IT Hardware purchases will have at least one environmental attribute (e.g., energy star).**

Performance Measure	RPP	DPR
Target Status		Exceeded
Percentage of IT hardware purchases that have at least one environmental attribute, relative to all IT hardware purchases in the given fiscal year.	N/A	99%
Progress against performance measure in the given fiscal year.	N/A	99%

**Strategies and/or Comments**

- i. Canadian Heritage has purchased most of its IT Hardware equipment through PWGSC Standing Offers, which contain various environmental attributes.
- ii. Data was obtained through targeted searches in the Integrated Financial and Materiel System.

**3. As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content.**

Performance Measure	RPP	DPR
Target Status		Exceeded
Percentage of paper purchased through the green standing offer and printing contracts, relative to all paper purchased in the given fiscal year.	N/A	99%
Progress against performance measure in the given fiscal year.	N/A	99%

**Strategies and/or Comments**

- i. Canadian Heritage has purchased its paper using green standing offers.
- ii. Data was obtained through targeted searches in the Integrated Financial and Materiel System.

**8.11 As of April 1, 2011, each department will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision making.**

### **Training for select employees**

**By March 31, 2014, 90% of materiel managers and procurement personnel will have taken a recognized training course on green procurement offered by the Canada School of Public Service and 90% of new acquisition cardholders will have been trained on green procurement practices through departmental training.**

<b>Performance Measure</b>	<b>RPP</b>	<b>DPR</b>
Target Status		<b>Exceeded</b>
Number of materiel managers and procurement personnel who have completed training relative to the total number of materiel managers and procurement personnel.	N/A	100%
Number of new acquisition cardholders who have completed training relative to the total number of new acquisition cardholders.	N/A	100%
Progress against performance measure in the given fiscal year.		

#### **Strategies and/or Comments**

- i. All of Canadian Heritage materiel managers and procurement personnel have completed the course on green procurement.
- ii. All new acquisition cardholders are exposed to green procurement practices as part of their initial training.

**Employee performance evaluations for managers and functional heads of procurement and materiel management.**

**By March 31, 2012, all identified managers and functional heads will have environmental consideration clauses incorporated into their performance evaluations.**

Performance Measure	RPP	DPR
Target Status	Achieved	
Number of performance evaluations of identified managers and functional heads that have included environmental consideration clauses relative to the total of number of identified managers and functional heads.	N/A	100%
Progress against performance measure in the given fiscal year.	N/A	100%

**Strategies and/or Comments**

- i. All managers and functional heads of procurement and materiel management had environmental considerations included in their performance evaluations/work plans.

**Management processes and controls.**

**Management processes and controls: By March 31, 2014, a minimum of 3 designated procurement and materiel management processes and controls will include environmental performance considerations.**

Performance Measure	RPP	DPR
Target Status		On Track
Number of designated procurement and materiel management processes and controls that include environmental performance considerations, relative to all designated procurement and materiel management processes and controls.	N/A	1
Progress against performance measure in the given fiscal year.	N/A	33%

**Strategies and/or Comments**

- i. Canadian Heritage has identified three processes and controls to be reviewed to include environmental considerations. Training sessions will be modified to incorporate an environmental component, the mandate of the Contracts Review Committee will be modified to include Sustainable Development Strategy considerations and templates used by the Contracting and Materiel Management Directorate will be reviewed to ensure that environmental considerations are included in the requirement planning stage.
- ii. In 2011-2012, Canadian Heritage modified the Contracts Review Committee mandate and has started modifying some of the templates used by the Contracting and Materiel Management Directorate.

## Reporting on the Purchase of Offset Credits

**Mandatory reporting on the purchase of greenhouse gas emissions offset credits, according to the *Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events*.**

Performance Measure	RPP	DPR
Quantity of emissions offset in the given fiscal year. (Optional for all RPPs)		

### Strategies and/or Comments

#### Endnotes

1. High environmental performance is demonstrated by achieving LEED NC Silver, Green Globes Design 3 Globes, or equivalent.
2. The Canadian Conservation Institute (CCI) is a Special Operating Agency and a Branch of the Department of Canadian Heritage. CCI is the custodian of the properties at 1729-1731 St-Laurent Boulevard (a warehouse) and 1030 Innes Road (Laboratory and Office facility), Ottawa, Ontario. The building on Innes Road is leased on a Triple Net Lease and CCI is totally responsible for all operations, maintenance and repairs of the entire building envelop and systems. Until March 31, 2011, Public Works and Government Services Canada (PWGSC) is the service provider. From April 1, 2011, CCI will operate the building directly. Only GGO Green Building Goal 8.3 applies to the CCI building on Innes Road which is a special purpose space, leased by the Crown, with a triple net lease that expires in April 2015. CCI will operate directly the building operation and its maintenance. The process to renew the lease will start in 2011. CCI will develop a Strategic Sustainable Development Framework by April 2012, using the template being developed by PWGSC and will include all the necessary assessment. The assessment tools will include BOMA BESt (Building Environmental Standards), an appropriately tailored BOMA International Green Lease Standard, or equivalent (for more information, see: <http://www.bomabest.com/>). The framework will be updated in each reporting cycle.

GGO Green Buildings Goals 8.1, 8.2 and 8.4 do not apply to CCI for the following reasons:

- 8.1: CCI does not have a new building and is not in a situation of "build to lease".
- 8.2: CCI is not in a Crown owned building.
- 8.4: CCI does not plan any fit-up or refit project up to 2012.

3. Industry-recognized assessment tools are BOMA BESt, Green Globes, or equivalent.
4. Industry-recognized assessment tools are BOMA BESt, an appropriately tailored BOMA International Green Lease Standard, or equivalent.
5. High environmental performance is demonstrated by achieving LEED CI Silver, Green Globes Fit-Up 3 Globes, or equivalent.

## SECTION V – Hyperlink to the Canadian Heritage 2011-12 Report on Plans and Priorities, Online Table on Greening Government Operations



Canadian Heritage website: Publications, The Department, *2011-12 Departmental Performance Report*: <http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm>

## SECTION VI – Hyperlink to the Federal Sustainable Development Strategy



Environment Canada website, *Federal Sustainable Development Strategy for Canada*, October 2010: <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1>

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\*The toll-free lines have agents available to answer your questions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Time).

\*\*The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.